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FUNCTIONS AND ACTIVITIES

1. The Director of Training is charged with the development, direction, and conduct of all Agency training programs, and with providing for Agency participation in training programs at appropriate external facilities, public and private, in the U.S. and overseas, under applicable provisions of Public Law 110 (81st Congress, 1st Session). The Director of Training also participates in the formulation of the policies and plans and in the carrying out of the CIA Career Service Program, designed to identify, develop, effectively use, and reward individuals who have the skills required by the Agency and to motivate them towards rendering maximum service to the Agency.

25X1 2. To carry out the responsibilities of the Director of Training, the Office of Training consists of the Office of Training (General), the Office of Training (Special), a Support Staff, and an Assessment and Evaluation Staff. The Office of Training (Special) is responsible for training personnel of the covert offices of the Agency in the principles and techniques of clandestine operations and in the various fields of covert intelligence and clandestine techniques. The Office of Training (General) is responsible for all other types of training within the Agency and at external facilities to meet the training requirements of the non-covert and covert offices of the Agency. The Support Staff is responsible for providing administrative, logistical and technical support to the Office of Training. The Assessment and Evaluation Staff is responsible for providing assessment and evaluation services to the Office of Training, the clandestine services, and when requested to other components of the Agency.

3. The Office of Training is in every sense a service organization for all of the Offices of the Agency. Its basic purpose is to improve the capability of personnel to serve the Agency. New professional personnel recruited by the Agency must be regarded as laymen in the field of intelligence no matter how qualified they may be in their respective professional fields. They must be taught new knowledge, new substantive concepts, and new skills and techniques. Through training, their particular professional competence must be related to the field of intelligence and subordinated to it so that they will use their professional competence as intelligence officers.

4. The Budget of the Office of Training for Fiscal Year 1954 must be appraised in the light of these facts and against this background. Not only must an extensive and diverse training effort be continued but research and planning must go hand and hand with that effort both in established and contemplated areas of training. To this substantive and administrative task must be added the requirement for close coordination and liaison with each and every office of the Agency, and with the Departments of State and Defense and of appropriate non-governmental institutions.

ACCOMPLISHMENTS AND OBJECTIVES

The major accomplishments of the Office of Training (General) during fiscal year 1953 were:

- (1) the relating of established training courses and programs and training policies to the CIA Career Service Program in order that the function of training would be exercised more directly as an integral part of the career service in the Agency.

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**OFFICE OF TRAINING (GENERAL)**

The Office of Training (General) is responsible for all Agency training programs, both within CIA and at external facilities, except for training in the principles and techniques of clandestine operations and in the various fields of clandestine intelligence and executive actions.

The training programs of TR(G) include indoctrination; orientation; basic and intermediate intelligence training; basic and advanced language training; area training; combined area and language training; training in scientific, technical, industrial and other substantive fields; active-duty and civilian military training; executive, administrative and supervisory training; clerical training; and training in reading improvement. With the exception noted, the training concept of TR(G) includes training for all categories of personnel and for all activities within the Agency; it encompasses the use of all facilities internal or external in the United States or abroad that may be necessary to meet the training requirements of the Agency.

The Office of Training (General) is organized into six operational divisions and one staff. A summary of their functions and activities is set forth below.

**ORIENTATION AND BRIEFING DIVISION**

The Orientation and Briefing Division directs and conducts indoctrination courses and orientation programs for new and on-duty personnel on the intelligence process, the mission, function and organization of CIA and its place in the national intelligence structure. It briefs selected governmental and foreign officials and presents special lectures and coordinates Agency presentations at various Department of Defense Schools, the Foreign Service Institute and other institutions.

**JUNIOR OFFICER TRAINING DIVISION**

The Junior Officer Training Division directs and administers a comprehensive program for the selection, career preparation, and placement of new junior officer personnel of outstanding qualifications and high potential for the intelligence profession. It develops, prescribes, and supervises individual career preparation programs for junior officer personnel, consisting of combined training and duty assignments, along with continuing evaluation of performance to determine appropriate permanent duty-assignments in each case.

**INTELLIGENCE TRAINING DIVISION**

The Intelligence Training Division develops, directs and conducts programs to provide training in the theory, principles, methods and techniques of national strategic intelligence at basic and intermediate levels for

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professional personnel of the Agency. It conducts a training program on an unclassified basis for professional personnel in provisional clearance status. It operates a reading improvement laboratory to improve the reading speed and reading comprehension of Agency personnel.

#### PROGRAMS DIVISION

25X1 The Programs Division develops, directs, and arranges for training programs in area, area combined with language, and in scientific, technical, industrial and other related substantive fields, within the Agency and at appropriate external facilities, for the specialized training of professional personnel. 25X1

#### LANGUAGE SERVICES DIVISION

The Language Services Division develops, directs and conducts basic and advanced language training programs in a number of usual and exotic languages on a class and individual self-study basis in an audio-visual language laboratory within the Agency. It arranges for language training programs for Agency personnel at appropriate external facilities. It develops and provides language training aids, materials and devices for these purposes.

#### MANAGEMENT TRAINING DIVISION

The Management Training Division develops, directs and conducts training programs for executive, administrative, and supervisory personnel in the principles and techniques of effective management and human relations in order to conserve the human and physical resources of the Agency. It directs and conducts clerical induction, orientation and refresher training programs for new and on-duty clerical personnel.

#### PLANS AND POLICY STAFF

The Plans and Policy Staff identifies training problems and training requirements of the Agency (except those for training in the principles and techniques of intelligence and executive action for the clandestine services), recommends solutions to problems and develops training policies, plans, standards and programs to meet requirements. It prepares and recommends solutions to planning and operational problems of the Director of Training and the Deputy Director of Training (General). It develops organizational plans for the Office of Training (General) and makes recommendations regarding modifications of the mission and functions of the various components of OTR(G). It establishes the scope and terms of reference for, and produces handbooks on substantive intelligence subjects for use in training and for other purposes. It conducts and maintains continuing liaison with the operating divisions of the Office of Training (General), and functions as the coordinating center for OTR(G) in liaison with the other offices of the Agency.

#### ACCOMPLISHMENTS AND OBJECTIVES

The major accomplishments of the Office of Training (General) during fiscal year 1953 were:

- (1) the relating of established training courses and programs and training policies to the CIA Career Service Program in order that the function of training would be exercised more directly as an integral part of the career service in the Agency.
- (2) the conduct of a comprehensive survey of all offices of the Agency to identify Agency training requirements in all categories of external training for fiscal years 1954 and 1955, for budget purposes and for the planning, development, and establishment of adequate training programs to meet those requirements.
- (3) the establishment and maintenance of close, continuing communication with all offices of the Agency on training plans, policies, programs and problems by means of a Training Liaison Officer system and regularized group meetings conducted by the Office of Training (General).
- (4) the direction, conduct and improvement of training courses and programs, and activities which were organized and established in fiscal year 1953.

The specific training activities and accomplishments of the Office of Training (General) in fiscal year 1953, and developmental plans and objectives in fiscal year 1954 are as follows:

##### A. INTELLIGENCE TRAINING

- (1) The purpose of intelligence training at basic and intermediate levels is to improve the capability of personnel to serve the Agency by increasing their knowledge of the organization, mission and responsibilities of the Central Intelligence Agency and its place in the national intelligence structure, by improving their understanding of the principles of national strategic intelligence, and by enlarging their capability to perform the skills and techniques required in the intelligence profession. To accomplish this purpose intelligence training of various scopes, levels, and depths is required for all Agency personnel.
- (2) The Basic Intelligence Course<sup>(1)</sup> is a 6 week course designed to provide basic training in the principle, methods and techniques of intelligence for all new professional personnel of the Agency. The content of the course was substantially revised after a survey of all of the Offices of the Agency, and the course is now required by CIA Regulation for all new professional personnel. It may be taken by on-duty professional personnel at the request of the Office concerned. It is now offered on a monthly basis. In FY 1953,  personnel were trained in this course. In FY 1954, with 12 courses scheduled, it is estimated that  personnel will be trained. The content and conduct of the course will be

improved as experience suggests, and as the evaluation of the on-the-job performance of personnel taking the course indicates. Limited numbers of selected personnel of the intelligence components of the Departments of State, Army, Navy and Air Force will receive training in the Basic Intelligence Course. It is estimated that a total of 24 personnel will receive such training in FY 1954, 6 per year from each Department.

- (3) Two Intermediate Intelligence Courses, designed to meet specific office requirements for specialized intensive training in intelligence methods and skills, have recently been established, a 40 hour Research Methods Course and a 160 hour Scientific Intelligence Course. These courses were of value in developing the particular skills and techniques of experienced professional intelligence officers. In FY 1953, there were 8 personnel trained in each course. It is estimated that 100 personnel will be trained in such courses in FY 1954 because of increasing office interest in such training. Additional courses of various content and length will be developed and conducted in response to requirements stated by the various offices. The courses-in-being will be continued in FY 1954, and offered as often as required.
- (4) The Provisional Training Program is a program of unclassified training in intelligence and work projects for professional personnel entered on duty in provisional-clearance status. This program was re-instituted in May of 1953, after having been discontinued, in order to retain valuable recruits whose services would otherwise be lost to the Agency. Personnel remain in the training program until the completion of full security clearance action in each case. 100 personnel were trained in this program in FY 1953. It is estimated, on the basis of about 20 personnel per month, that 240 personnel will be trained in FY 1954.
- (5) The Indoctrination Course is a 3 hour course designed to acquaint all new personnel with the language of intelligence, and the organization, mission and responsibilities of CIA. This course is required by CIA Regulation for all new personnel of the Agency as a part of entrance-on-duty procedure. In FY 1953, [ ] personnel were trained, including 80 selected personnel from the Directorate of Intelligence, USAF. It is estimated that about the same number will be trained in FY 1954.
- (6) The Orientation Program is a 12 hour program, conducted quarterly, to broaden the scope and comprehension of the information of Agency personnel with respect to the intelligence process and the governmental intelligence community. It is required by CIA Regulation for all personnel, GS grade 5 and up, within two years of their entrance-on-duty. The presentations of the Director of Central Intelligence, the Deputy Director, and of key governmental officials are prepared as Training Bulletins and distributed to all Agency personnel for their information and guidance. In FY 1953, [ ] personnel were trained, including 89 selected personnel from IAC agencies. It is estimated that there will be no change in workload in FY 1954.



- (7) Limited numbers of Department of the Army, G-2, designees receive 15 day active-duty tours with the Agency as a part of mobilization training. Such personnel attend the CIA Orientation Course and are assigned to one of the Offices of the Agency for on-the-job training and experience for the balance of their tour. It is estimated that 24 personnel will be trained in FY 1954.
- (8) Presentations Program. A one hour presentations program to provide a discussion medium for key Agency officials on current problems which affect the work of the Agency and on methods to resolve them. This program was established in August 1952, and some 14 presentations were given. This program is conducted at the request of the various components of the Agency. The workload in fiscal year 1953 was  The status of this program in fiscal year 1954 has not yet been determined.
- (9) Special Lectures are conducted at various Department of Defense schools and colleges, the Department of State and other institutions, and special briefings are made to selected governmental and foreign officials, on the organization, mission and responsibilities of CIA. It is expected that requirements for such lectures and briefings will continue throughout FY 1954.
- (10) The scope and terms of reference for a series of manuals on intelligence subjects have been established. The initial manual in Intelligence Collection and Source Exploitation, and a glossary of intelligence terminology are in process of development for use in training and other purposes. Other manuals will be developed, as required, to meet training needs.
- (11) The Reading Improvement Program is an adjunct of training in the skills and techniques of intelligence. The Reading Improvement Course is a 35 hour course in basic reading skills designed to improve the reading speed and reading comprehension of Agency personnel. This course is required for all new professional personnel as part of the Basic Intelligence Course. It may be taken by on-duty personnel at the request of the Office concerned. In connection with this course a screening program on individual and group diagnosis of reading ability and a retention program on maintenance of acquired reading skills have been developed. In FY 1953, 517 personnel were trained, including 20 Department of State personnel. It is estimated that 875 personnel will be trained in FY 1954 because of increasing numbers in the Basic Intelligence Course. In FY 1954 it is planned to establish a Reading Research Methods Course designed to increase the speed of reading comprehension in research, and a Foreign Language Developmental Reading Program to increase reading efficiency in various foreign languages.

B. JUNIOR OFFICER TRAINING PROGRAM

- (1) The purpose of the Junior Officer Training Program is to provide for the selection, career preparation, and placement within the Agency of personnel in the junior professional grades who have outstanding personal and academic qualifications and high potential for development as careerists in the

intelligence profession. To meet the current and long-range requirements of the Agency for highly qualified, trained and experienced personnel in specific fields, individual programs of career preparation are planned and developed for all junior officer personnel in accordance with their aptitude and interest, their previous education and experience, the results of testing and assessment, the continuing evaluation of their performance in training and duty assignments, and the long-range requirements in the Agency for such personnel.

- (2) Career preparation programs include basic intelligence training in each case, and one or more of the following: specialized intelligence training, area-language training, training in various functional fields, active military training and service, and on-the-job experience through temporary duty assignment to one or more offices of the Agency. The nature, scope, and duration of career preparation programs vary in each case, depending upon the preparation in training and duty required for projected permanent duty assignments in the Agency.
- (3) The operation and development of the Junior Officer Training Program has been successful in that junior officers placed in permanent duty assignments after their career preparation period have been highly competent, effective, and productive on the job and the Agency as a whole has benefited from their effort in career service.
- (4) Since its inception in 1951, 152 personnel have entered this program, 65 of them entering in FY 1953. In FY 1953, 25 junior officers were placed in permanent duty assignments in 8 Offices and Staffs in the Agency. It is expected that about 95 personnel will enter the program in FY 1954, because of the operation of the University Consultant Contact Program in selection for recruitment, and increasing requirements throughout the Agency for junior officer personnel.
- (5) In FY 1954 it is planned to increase the efficiency of the overall operation of the program by strengthening procedures for the selection and placement of junior officer personnel, by continuing examination and evaluation to improve the career preparation programs prescribed, by expanding the application of the program to include new fields of career preparation, and by increasing the precision of the requirements of the Agency for junior officer personnel.

#### C. MANAGEMENT AND CLERICAL TRAINING

- (1) The purpose of management training is to better utilize and conserve the human and physical resources of the Agency by advancing the knowledge and practice of the principles and techniques of effective management. To accomplish this purpose various management training programs aimed at various levels of executive, supervisory and administrative personnel have been developed or are in process of development.



- (2) The Personnel Evaluation Report Training Program was conducted for all supervisors in the Agency in order to train them in the use of the Personnel Evaluation Report, which is the basic instrument of the CIA Career Service Program. One hour group meetings were held with groups of 15-25 supervisors in all offices of the Agency, a total of 1200, to explain the purpose and proper use of the Personnel Evaluation Report. This program was initiated and completed in FY 1953. Further training in the use of the Personnel Evaluation Report will be provided by the administrative offices of the organizational components of the Agency.
- (3) The Human Resources Program is a basic supervisory training program in human relations for supervisors in the Agency. It consists of small group meetings, individual conferences, and follow-up meetings over an extended period, designed to assist supervisors in making the best and fullest use of personnel under their supervision, through the analysis and discussion of basic principles and techniques of management, the appraisal of work methods, and the application of concepts of effective human relations. In FY 1953, 378 supervisors in 7 offices of the Agency received initial training in this program, with follow-up meetings to continue in FY 1954. It is estimated that about 375 additional supervisors will be trained in FY 1954, making a total workload of 750 personnel. It is expected that this program will be instituted office by office until coverage of the Agency has been accomplished.
- (4) The Records Management Training Program is a 20 hour basic training program in Records Management, designed to assist Records Officers to develop, organize and administer the Agency Records Management Program in all offices of the Agency. In FY 1953, 90 personnel were trained. It is estimated that 90 personnel will be trained in FY 1954, and that this program will be supplemented by additional training as the program of records management gets fully under way.
- (5) The Basic Management Course is scheduled to begin in September of FY 1954, as a 40 hour course on the functions and principles of management for supervisors in the Agency. It is planned to aim the course at the basic management problem of coordination, with the emphasis on case studies, discussion, and project reports based on on-the-job management experience. It is estimated that 350 personnel will be trained in this course in FY 1954.
- (6) The Administrative Support conference will be instituted in FY 1954, to resolve administrative operational problems through systematic communication between administrative officers and assistants and representatives of the service offices of the Agency on subjects such as finance, personnel, etc. A monthly series of 2 hour seminar meetings are planned. It is estimated that 150 personnel will be trained in FY 1954. Clarity in administrative policy and coordination in administrative procedure throughout all levels of the Agency is the aim to be accomplished by this program.
- (7) The Executive Conference is planned as a series of 1 hour conferences twice a year with top management personnel of the Agency, in order to inform them of current management problems within the Agency and

to secure their interest and support in the development of sound management policy throughout the Agency. It is estimated that 35 personnel will attend these conferences in FY 1954.

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- (8) As a result of the training requirements survey of the Agency, it was determined that external requirements exist for management training at various levels in addition to requirements for internal programs in this field. 46 requirements were submitted for FY 1954. It is planned to meet requirements through the development and arrangement of appropriate management training programs at external facilities, and through the utilization of private management consultant firms.
  - (9) The purpose of clerical training is to increase competence in clerical skills throughout the Agency, by preparing new clerical personnel for their duty assignments and by improving and developing the skills of on-duty clerical personnel. To accomplish this purpose, training is required for all new clerical personnel, and may be requested by the Office concerned for on-duty clerical personnel.
  - (10) The Clerical Orientation Course is a 3 day course, designed to acquaint all new clerical personnel with the organization, policies, and clerical practices and procedures of the Agency. This course is now required by CIA Regulation for all new clerical personnel, and is prerequisite to duty-assignment in the Agency. In FY 1953, 816 personnel were trained. It is estimated that 1200 personnel will be trained in FY 1954. Because of the value of this training it is planned to enlarge it into a five day program.
  - (11) Clerical Induction Training in typing, shorthand, English usage and other clerical subjects is required on a one or two week basis for new clerical personnel who do not meet Agency standards of clerical proficiency or who are entered-on-duty in provisional clearance status. Satisfactory completion of this training is prerequisite to duty assignment within the Agency. In FY 1953, 895 personnel received Clerical Induction Training. It is estimated that 800 personnel will receive such training in FY 1954.
  - (12) Clerical Refresher Courses in various clerical subjects are available at the request of the Office concerned to improve and develop the skills of on-duty clerical personnel. Special courses for individuals or small groups are conducted to meet specific clerical training requirements of the various offices. All clerical refresher courses are 15 hour courses. In FY 1953, 426 personnel were trained in one or more courses. It is estimated that 650 personnel will be trained in FY 1954. It is planned to add two new courses to the existing program, a course in area study for clerical personnel, and a course in office management for outstanding clerical personnel with potential administrative ability. Other courses will be developed in response to office requirements.

D. LANGUAGE, AREA AND TECHNICAL TRAINING

- (1) The purpose of language, area and technical training is to improve the intelligence product of the Agency by increasing the knowledge and skill of personnel in various fields related to their current

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or prospective duty assignments. Area specialization requires area-language competence and field experience. The intelligence effort requires competence in scientific, technical, industrial and other substantive fields. To accomplish this purpose language, area, and technical training of various scopes, levels and depths is available within the Agency and, under Public Law 110, arranged for at appropriate external facilities.

- (2) Basic and advanced language training in a number of usual and exotic languages for both spoken and written competence on a class and individual self-study basis is available in the Agency audio-visual language laboratory. Basic language training courses are conducted on a recurring basis in French, Spanish, Italian, German, Afrikaans, Dutch, German and Russian. All such courses consist of formal class instruction on a small group basis and required individual drill in the language laboratory. In FY 1953, 122 personnel were trained in basic courses. It is estimated on the basis of requirements submitted by the various offices that 140 personnel will be trained in basic courses in FY 1954. In FY 1953, 432 personnel were trained by supervised individual self-study in the laboratory in 20 languages, including Arabic, Chinese, Serbo-Croatian, and Turkish. Self-study is scheduled only for personnel who already have basic competence in the language concerned. It is estimated that 500 personnel will be trained by self-study in FY 1954, to advance, refresh or maintain previously acquired language competence.
- (3) It is planned to establish basic and intermediate courses in Chinese and basic courses in Polish and in spoken Russian in the language laboratory in FY 1954. It is estimated that 30 personnel will be trained in these courses. Other courses and self-study training in various languages will be developed to meet Agency requirements.
- (4) Language training at external facilities is arranged when such training cannot be provided within the Agency. In FY 1953 basic and advanced language training for both spoken and written competence at various external facilities was provided for 481 personnel in 30 different languages, including Bengali, Vietnamese, Hindustani, Thai, Indonesian, Korean and Burmese. The facilities utilized included Georgetown Institute of Language and Linguistics, George Washington University, the Foreign Service Institute of the Department of State, Yale University, Berlitz School of Languages, Sans School of Languages, and private tutoring as required. It is estimated that 489 personnel will be trained in various languages at external facilities in FY 1954. Such training will be provided for within the Washington area, in so far as feasible.
- (5) Area training and area training combined with language, are arranged for at external facilities, and range from a single course after duty-hours at a local facility to 2 year programs consisting of one year of language-area training at a facility in the U.S. and one additional year of training at a facility in the area overseas.

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- (6) In FY 1953, 136 personnel were trained in area and area-language programs, which included the Far East, Southeast Asia, South Asia, Soviet Union and orbit, Europe, and Latin American areas. Requirements submitted for basic area and intensive area-language training by the various offices of the Agency indicate that 337 personnel will be trained in FY 1954 to meet the increasing requirements of the Agency for various levels of area competence in all areas. Such training will be provided for within the Washington area, in so far as feasible.

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- (8) In order to promote better understanding of the intelligence, command and staff functions of the Armed Forces and thereby promote closer coordination between the Agency and the Armed Forces, CIA has negotiated an agreement which establishes quotas for the training of qualified Agency personnel in various Department of Defense schools and colleges. In FY 1953, 45 Agency personnel were trained in 12 schools and colleges, including 3 personnel at the National War College. It is estimated that quotas will be subscribed in FY 1954 and that the same number of personnel will be trained.

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